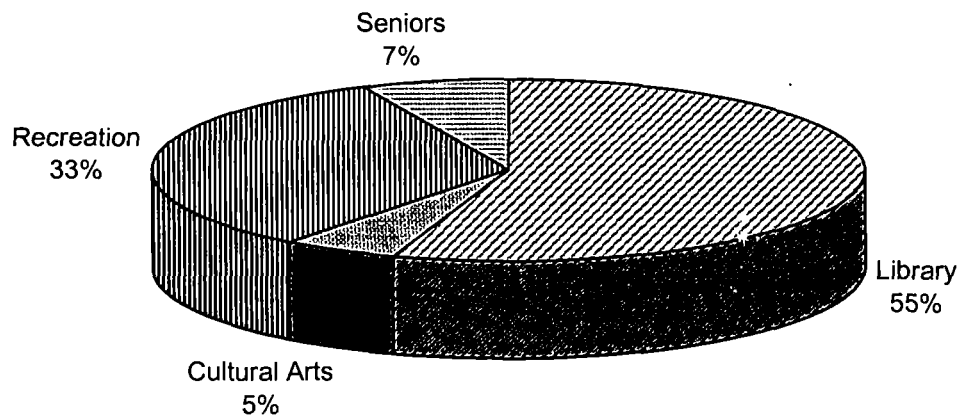


**PROGRAM:** COMMUNITY SERVICES  
**FUND:** VARIOUS  
**PROGRAM GROUP:** VARIOUS

**SUMMARY**

	2002-03 ACTUAL	2003-04 ACTUAL	2004-05 BUDGET	2005-06 BUDGET
PERSONNEL	\$7,974,887	\$8,574,055	\$9,669,022	\$10,435,514
MAINTENANCE & OPERATIONS	5,055,052	5,162,626	5,185,881	5,585,714
CAPITAL OUTLAY	122,366	151,844	0	24,620
GRAND TOTAL	\$13,152,305	\$13,888,525	\$14,854,903	\$16,045,848
<i>FULL TIME POSITIONS</i>	<i>85.75</i>	<i>86.00</i>	<i>85.50</i>	<i>85.50</i>
<i>HOURLY/FTE POSITIONS</i>	<i>120.41</i>	<i>120.16</i>	<i>120.16</i>	<i>123.01</i>



**PROGRAM:** LIBRARY  
**FUND:** VARIOUS  
**PROGRAM GROUP:** LIBRARY

**SUMMARY**

	2002-03 ACTUAL	2003-04 ACTUAL	2004-05 BUDGET	2005-06 BUDGET
PERSONNEL	\$4,476,181	\$4,830,417	\$5,399,010	\$5,918,923
MAINTENANCE & OPERATIONS	3,001,772	3,150,606	2,956,328	2,929,538
CAPITAL OUTLAY	68,977	20,358	0	24,620
GRAND TOTAL	\$7,546,930	\$8,001,381	\$8,355,338	\$8,873,081
<i>FULL TIME POSITIONS</i>	<i>48.00</i>	<i>48.00</i>	<i>48.00</i>	<i>48.00</i>
<i>HOURLY/FTE POSITIONS</i>	<i>67.25</i>	<i>67.25</i>	<i>67.25</i>	<i>67.25</i>

**PROGRAM DESCRIPTION:**

The Carlsbad City Library provides educational, informational, and recreational services for all community residents; provides both print and non-print resources that respond to the interests and needs of a diverse population; provides convenient access and adequate space for users and resources; and promotes a broad awareness of the library and its services. The library contributes to the enrichment of Carlsbad's citizens by supporting lifelong learning and the pursuit of knowledge.

**KEY ACHIEVEMENTS FOR 2004-05:**

- Telephone notification system purchased.
- Print/PC management system selected.
- Email notification implemented.
- Remodel of children's Garden completed.
- Schulman auditorium Audio/Video upgrade completed.
- Cole Library landscaping project completed.
- Library Learning Center design completed
- Library employee training program established.
- Balanced Scorecard developed.
- Staff reorganization completed.
- First "Carlsbad Reads Together" program completed.

**KEY GOALS FOR 2005-06:**

Top-Quality Services

- Implement new technology to enhance customer service.
- Begin construction of the Library Learning Center.
- Continue to improve the Library's web presence.
- Replace Cole Library heating and air conditioning system.

Learning, Culture & Arts

- Implement staff training and development program.
- Plan and hold a "Carlsbad Reads Together" program.

Communication

- Implement a balanced scorecard.
- Improve internal communication.
- Develop a Library marketing plan.

**PROGRAM:** GEORGINA COLE LIBRARY  
**FUND:** GENERAL  
**PROGRAM GROUP:** LIBRARY

ACCT NO. 0014010/0014015-16/0014035

	2002-03 ACTUAL	2003-04 ACTUAL	2004-05 BUDGET	2005-06 BUDGET
PERSONNEL	\$1,189,890	\$1,316,137	\$1,449,730	\$1,543,560
MAINTENANCE & OPERATIONS	550,970	513,523	621,620	546,610
CAPITAL OUTLAY	28,875	6,390	0	0
GRAND TOTAL	\$1,769,735	\$1,836,050	\$2,071,350	\$2,090,170
<i>FULL TIME POSITIONS</i>	<i>12.50</i>	<i>12.50</i>	<i>12.50</i>	<i>11.50</i>
<i>HOURLY/FTE POSITIONS</i>	<i>22.70</i>	<i>21.90</i>	<i>21.90</i>	<i>21.35</i>

## WORK PROGRAM:

The Georgina Cole Library, located in North Carlsbad, is designed to provide the community with print and non-print materials for adults and children, with special collections in genealogy and local history. Reference services, on-line access to resources, special programs for all ages, and monthly exhibits offered by local residents are provided.

## PROGRAM ACTIVITIES:

### Reference

- Assist patrons in using the library and on-line resources, answer reference questions in-person and via telephone, reserve specific titles, and request materials from other libraries.
- Provide computer and Internet classes for adults.
- Select books for the collection.
- Facilitate book clubs.

### Circulation

- Circulate print and non-print materials to all library patrons; register borrowers; collect fees and fines; track overdue items; administer services to homebound patrons.

### Children's Services

- Support information needs of patrons from toddlers to teens.
- Plan, schedule, and conduct programs for teens, and children.
- Provide classroom visits and tours for children and groups.
- Answer reference questions and readers' advisory inquiries.
- Provide computers for research, homework, and internet use.

### Cole Library Management

- Manage the Georgina Cole Library staff, facility, volunteers, and collection. Maintain awareness of the community's needs and coordinate operations with other City departments.

## SIGNIFICANT CHANGES:

A separate graphics program was created and one full time staff was moved from this program to graphics.

**PROGRAM:** CARLSBAD CITY LIBRARY  
**FUND:** GENERAL  
**PROGRAM GROUP:** LIBRARY

ACCT NO. 0014069-4095

	2002-03 ACTUAL	2003-04 ACTUAL	2004-05 BUDGET	2005-06 BUDGET
PERSONNEL	\$2,140,456	\$2,288,071	\$2,555,950	\$2,599,010
MAINTENANCE & OPERATIONS	1,346,642	1,179,757	1,218,813	1,212,663
CAPITAL OUTLAY	19,307	1,503	0	1,500
GRAND TOTAL	\$3,506,405	\$3,469,331	\$3,774,763	\$3,813,173
<i>FULL TIME POSITIONS</i>	<i>21.50</i>	<i>21.50</i>	<i>21.50</i>	<i>20.50</i>
<i>HOURLY/FTE POSITIONS</i>	<i>33.70</i>	<i>33.70</i>	<i>33.70</i>	<i>32.10</i>

## WORK PROGRAM:

The Carlsbad City Library is located in South Carlsbad. These services include print and non-print materials, reference services, computer labs for adults and children, special programs, an art gallery, and the Friends of the Library bookstore, as well as an auditorium and meeting room.

## PROGRAM ACTIVITIES:

### Administration

Administration provides leadership for the Carlsbad City Library system; plans for the growth of resources and facilities; manages all budget and fiscal matters; and coordinates relations with local and State government, the Library Board, the Friends of the Library, the Carlsbad Library Foundation, and the Serra Cooperative Library System.

- Prepare department budget; process invoices, warrants, and requisitions; monitor expenditures; maintain fiscal records.
- Manage programs, exhibits, and all external public relations.
- Handle grants and reports at local and State levels.
- Provide leadership for the Library's divisions.
- Participate in and promote public education pertaining to historic areas and sites.
- Recognize historic sites by identifying various sites with plaques that will eventually be part of a historical tour.

### Circulation

The Circulation Division registers Library patrons and participates in the Braille Machine Exchange Program. Staff manages the circulation, sorting and shelving of library materials, and repairs all audio-visual materials for the Carlsbad City Library.

- Register library patrons and Internet users; check out and in, renew, reserve, sort, and shelve library materials; process and mail overdue, collection, and reserve notices; collect fines and fees; rent audio-visual equipment; answer the renewal line; and repair audio-visual materials.
- Enroll visually impaired patrons in the Braille Institute; order and provide talking book machines and tapes; and exchange and provide repair for malfunctioning machines.

### Reference

Reference Librarians assist the public with information needs; provide instruction in the use of resources; and perform research for the public, local business, and government; and locate library materials for patrons. Reference support staff provides interlibrary loan service; updates reference sources; staffs public service desks; and offers a range of book clubs.

- Librarians respond to in-person, telephone, and email reference questions; provide instruction classes and tours; select books and other materials; and facilitate book clubs.
- Information Desk staff provides directional information and answers basic reference questions.
- Periodicals staff manages a collection of 340 magazines and 32 newspapers and related back files.
- Computer lab staff provides access to the Internet and other software programs.
- Young Adult Services staff develops programs and activities that encourage and support library use by teens.

**PROGRAM:** CARLSBAD CITY LIBRARY  
**FUND:** GENERAL  
**PROGRAM GROUP:** LIBRARY

**PAGE TWO**

**ACCT NO. 0014069-4095**

**PROGRAM ACTIVITIES (continued):**

Children's

The Children's Division serves youth from toddler age through high school with their information needs and development of reading skills. The Division also assists parents, teachers and adult students through parent resources, access to children's literature and professional literature on reading development.

- Respond to in-person and telephone questions; provide readers' advisory assistance, library skills instruction, group tours
- Provide programs that introduce children to literature, including story times, the Summer Reading Program, and events highlighting literature such as National Children's Book Week; offer cultural enrichment programs as well as special holiday, seasonal, puppetry and craft activities that promote learning and link to literature
- Work with other child-oriented organizations to promote library services and outreach to the community, including an open house for educators, homework zone (offering after-school volunteer homework assistance), and education opportunities
- Provide youth and parent access to Internet resources and technology services. The Leichtag Family Foundation Computer Lab offers Internet access as well as age-appropriate introductory sessions on word processing, typing, presentation and publishing skills.

**SIGNIFICANT CHANGES:**

A separate graphics program was created and one full time staff was moved from this program to graphics.

**PROGRAM:** GENEALOGY/LOCAL HISTORY  
**FUND:** GENERAL  
**PROGRAM GROUP:** LIBRARY

ACCT NO. 0014025

	2002-03 ACTUAL	2003-04 ACTUAL	2004-05 BUDGET	2005-06 BUDGET
PERSONNEL	\$145,462	\$161,026	\$170,300	\$192,833
MAINTENANCE & OPERATIONS	18,182	11,009	11,810	9,530
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$163,644	\$172,035	\$182,110	\$202,363
<i>FULL TIME POSITIONS</i>	<i>1.00</i>	<i>1.00</i>	<i>1.00</i>	<i>1.00</i>
<i>HOURLY/FTE POSITIONS</i>	<i>2.75</i>	<i>2.75</i>	<i>2.75</i>	<i>2.85</i>

## WORK PROGRAM:

The Genealogy/Local History Division, located at the Cole Library, provides reference and instructional assistance to the public. The division head manages the selection, classification, and organization of a 22,000-volume collection, 9,000 microfilm rolls, 150,000 microfiche, and 200 compact discs. It is a collection of excellence that draws researchers from all over the nation.

## PROGRAM ACTIVITIES:

### General Reference Services

- Genealogy and local history staff respond to in-person and telephone reference requests; provide individual patrons with a general introduction to the collection; provide instruction on the use of OPAC and other finding aids, and instruction on the use of various equipment including personal computers, microfilm/fiche readers, and printers.

### Collection Development Activities

- The staff participates in the Library's collection development/acquisitions by completing catalog checks, preparing order slips, receiving ordered items, preparing items to send to Technical Services, and receiving and shelving items from Technical Services.

### Coordination with NSDCGS

- The North San Diego County Genealogical Society (NSDCGS) has been a support group for this collection for 30 years. The division works with and assists the Society in fund-raising for the acquisition of materials for the collection and in instructional programs.

## WORKLOAD STATISTICS:

2001-02   2002-03   2003-04   2004-05

### Reference Questions:

24,927   21,500   22,000   15,000

### Computer Users:

3,049   4,544   5,000   5,000

### In-House Usage:

51,449   41,844   35,000   30,000

2001-02   2002-03   2003-04   2004-05

### Items Added:

802   899   900   800

2002   2003   2004   2005

### Programs:

48   56   60   60

## SIGNIFICANT CHANGES:

None.

**PROGRAM:** CENTRO DE INFORMACIÓN  
**FUND:** GENERAL  
**PROGRAM GROUP:** LIBRARY

ACCT NO. 0014030

	2002-03 ACTUAL	2003-04 ACTUAL	2004-05 BUDGET	2005-06 BUDGET
PERSONNEL	\$105,482	\$116,723	\$132,080	\$150,400
MAINTENANCE & OPERATIONS	2,478	19,016	17,510	32,310
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$107,960	\$135,739	\$149,590	\$182,710
<i>FULL TIME POSITIONS</i>	<i>1.00</i>	<i>1.00</i>	<i>1.00</i>	<i>1.00</i>
<i>HOURLY/FTE POSITIONS</i>	<i>1.40</i>	<i>1.70</i>	<i>1.70</i>	<i>1.70</i>

## WORK PROGRAM:

The Centro de Información is a branch library that meets the information needs of Spanish-speaking library patrons. Bilingual staff introduces residents to library services, which include Spanish-language and bilingual print and non-print materials, reading programs for children, as well as information and referral services. The Centro de Información staff is actively involved in the community and work in partnership with schools, community agencies, and other City departments to meet the needs of our diverse community.

## PROGRAM ACTIVITIES:

### Outreach

- The Centro de Información is an active partner in community activities. The Centro offers a welcoming and culturally sensitive environment that enables Spanish-speaking residents to make use of public library services.

### Programming

- The Centro de Información responds to community information and educational needs by providing a variety of adult and children's programs.

## WORKLOAD STATISTICS:

2000-01   2001-02   2002-03   2003-04

### Individual Patron Visits:

20,328   19,240   21,883   22,752

2000-01   2001-02   2002-03   2003-04

### Program Attendance:

3,288   3,581   3,779   3,214

## SIGNIFICANT CHANGES:

None.

**PROGRAM:** TECHNICAL SERVICES  
**FUND:** GENERAL  
**PROGRAM GROUP:** LIBRARY

ACCT NO. 0014040

	2002-03 ACTUAL	2003-04 ACTUAL	2004-05 BUDGET	2005-06 BUDGET
PERSONNEL	\$460,865	\$458,836	\$556,940	\$613,710
MAINTENANCE & OPERATIONS	88,064	394,320	122,760	126,200
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$548,929	\$853,156	\$679,700	\$739,910
<i>FULL TIME POSITIONS</i>	<i>7.00</i>	<i>7.00</i>	<i>7.00</i>	<i>7.00</i>
<i>HOURLY/FTE POSITIONS</i>	<i>2.50</i>	<i>2.50</i>	<i>2.50</i>	<i>2.50</i>

### WORK PROGRAM:

The Technical Services Division catalogs and prepares library materials for public use; maintains the library's on-line database; and manages the library's automated circulation system, on-line catalog, and related automated programs.

### PROGRAM ACTIVITIES:

#### Processing

- Catalogs and processes both purchased items and gifts. Repairs damaged materials and arranges for binding and re-binding.

#### Database Maintenance

- Adds new items to the on-line database and deletes information of lost or discarded materials.

### WORKLOAD STATISTICS:

	<u>2000-01</u>	<u>2001-02</u>	<u>2002-03</u>	<u>2003-04</u>
Items Cataloged and Processed:				
	30,753	44,853	35,937	30,482
Items Handled for Binding:				
	2,273	2,048	2,156	1,932
	<u>2000-01</u>	<u>2001-02</u>	<u>2002-03</u>	<u>2003-04</u>
Items Added to Database:				
	30,753	44,853	35,397	30,482
Items Withdrawn:				
	11,783	20,005	31,831	22,722

### PERFORMANCE OBJECTIVES:

#### Integrated Library System (Includes Circulation System and On-Line Catalog)

- Manage the Library's integrated library software, including the catalog interface.
- Coordinate installation of annual software upgrades.
- Generate daily, monthly, and annual statistical and system management reports.

### SIGNIFICANT CHANGES:

None.



**PROGRAM:** COLLECTION DEVELOPMENT & ACQUISITIONS/GRAPHICS  
**FUND:** GENERAL/SPECIAL REVENUE  
**PROGRAM GROUP:** LIBRARY

ACCT NO. 0014045/0014060/  
 145401X/1454095/175XXXX

	2002-03 ACTUAL	2003-04 ACTUAL	2004-05 BUDGET	2005-06 BUDGET
PERSONNEL	\$140,018	\$158,441	\$185,020	\$428,700
MAINTENANCE & OPERATIONS	916,442	964,281	897,180	934,890
CAPITAL OUTLAY	10,577	7,379	0	2,270
GRAND TOTAL	\$1,067,037	\$1,130,101	\$1,082,200	\$1,365,860
<b>FULL TIME POSITIONS</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>4.00</b>
<b>HOURLY/FTE POSITIONS</b>	<b>0.50</b>	<b>1.00</b>	<b>1.00</b>	<b>2.75</b>
GENERAL FUND	\$974,860	\$1,044,723	\$1,070,200	\$1,353,860
SPECIAL REVENUE	92,177	85,378	12,000	12,000
TOTAL FUNDING	\$1,067,037	\$1,130,101	\$1,082,200	\$1,365,860

## WORK PROGRAM:

Coordinate the selection of materials and plan collection development for all libraries. Allocate and monitor all materials budgets. Order and receive all print and non-print materials.

## PROGRAM ACTIVITIES:

### Planning

- Develop plans for the collection of materials.

### Budgeting

- Prepare division and library-wide materials budgets; monitor expenditures for department and materials.

### Coordinate Selection of Materials

- Coordinate selection and ordering of print and non-print materials.

### Weeding

- Keep collection current by removing outdated and unused materials.

## PERFORMANCE MEASURES:

- Write materials collection statements for children's reference areas at all facilities.
- Track material accounts by major subjects.
- Track vendor discounts.
- Coordinate selection and ordering of at least 16,000 new print and non-print materials.
- Institute system-wide weeding plan to keep collections current.

## SIGNIFICANT CHANGES:

The library has centralized their graphics function and allocated graphics staff to this program.

**PROGRAM: MEDIA SERVICES**  
**FUND: GENERAL**  
**PROGRAM GROUP: LIBRARY**

**ACCT NO. 0014050**

	2002-03 ACTUAL	2003-04 ACTUAL	2004-05 BUDGET	2005-06 BUDGET
PERSONNEL	\$173,327	\$199,924	\$206,730	\$232,280
MAINTENANCE & OPERATIONS	38,247	32,525	29,400	40,355
CAPITAL OUTLAY	10,218	5,086	0	20,850
GRAND TOTAL	\$221,792	\$237,535	\$236,130	\$293,485
<i>FULL TIME POSITIONS</i>	<i>2.00</i>	<i>2.00</i>	<i>2.00</i>	<i>2.00</i>
<i>HOURLY/FTE POSITIONS</i>	<i>2.10</i>	<i>2.10</i>	<i>2.10</i>	<i>2.30</i>

## WORK PROGRAM:

The Library's Media Division provides a wide range of professional event management services and related activities in support of programs staged at the Library's facilities. Tasked with managing the Schulman Auditorium and Gowland Meeting Room, responsibilities include: overseeing operations, marketing of facilities and services, program development, scheduling, training, and providing technical support for patrons and other user groups. Management duties include: recruiting staffing, use policy development, use analysis reports, fee collection, and fiscal management. A wide range of event service is provided, including: theater lighting, sound reinforcement, presentation technology and multi-media support, computer and video display. Other related production services enable events to reach broader community audiences via circulation library collections, cable TV, and Internet.

## PROGRAM ACTIVITIES:

### Programming Management

- Implement "Meeting Facility Use Policies and Procedures." Maintain and analyze the service delivery system. Monitor workflow, perform ongoing fee collections, process and provide comprehensive reports. Provide ongoing staff training, and assign and supervise part-time support staff.

### Programming Development

- Facilitate quality community programming featuring such locally significant events as Children's Series, Spring and Fall Concert Series, Film Series, Opera Series, Author Talks, etc. Provide technical support and production recordings to enable wider and repeated distribution of program content.

### Management of Locally Produced Library Media Collections

- Acquisition and creation of locally produced media materials including: digital imagery, photographic prints, video and audio recordings. Refining procedural processes and accountability and fee recovery systems. Provide improved workflow for duplication, labeling, and database digital storage with related web development and Intranet access.

## PERFORMANCE MEASURES:

- Provide two biannual comprehensive reports indicating usage breakdowns, income generated, and analysis and recommendations for service improvements.
- Develop and maintain technical systems repair punch list to operational standards.
- Foster quality programs. Produce and provide program recordings for fifteen events. Facilitate, plan, and provide technical support for events.
- Develop revenue generation opportunities, fee recovery, special grant proposals and partnerships to help underwrite operational expenses by a significant percentage.

- Complete work order requests for Library Media Services to be included in biannual report.
- Identify significant additions and uses of Library Media Materials.

## SIGNIFICANT CHANGES:

Additional funds have been budgeted to replace audio visual equipment in the Schulman Auditorium.

**PROGRAM:** ADULT LEARNING PROGRAM  
**FUND:** GENERAL  
**PROGRAM GROUP:** LIBRARY

ACCT NO. 0014055

	2002-03 ACTUAL	2003-04 ACTUAL	2004-05 BUDGET	2005-06 BUDGET
PERSONNEL	\$120,681	\$131,259	\$142,260	\$158,430
MAINTENANCE & OPERATIONS	40,747	36,175	37,235	26,980
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$161,428	\$167,434	\$179,495	\$185,410
<i>FULL TIME POSITIONS</i>	<i>1.00</i>	<i>1.00</i>	<i>1.00</i>	<i>1.00</i>
<i>HOURLY/FTE POSITIONS</i>	<i>1.60</i>	<i>1.60</i>	<i>1.60</i>	<i>1.70</i>

### WORK PROGRAM:

The Adult Learning Program is the Library's adult literacy service. The program provides individualized instruction in fundamental reading and writing skills to English-speaking adults and, in a partnership with Carlsbad High School, to selected high school students. Tutoring by trained volunteers, integration of technology throughout the curriculum, and small group study encourage the development of positive self-esteem and the practical application of literacy skills in the home, workplace, and community.

### PROGRAM ACTIVITIES:

#### Literacy Skill Development

- The program provides reading and writing learning experiences that are appropriate for each learner's literacy needs, life situation, and goals.

### WORKLOAD STATISTICS:

	<u>2000-01</u>	<u>2001-02</u>	<u>2002-03</u>	<u>2003-04</u>
Learners Studying:	122	120	126	116
Volunteer Tutors Instructing:	104	78	84	73
Instructional Hours Completed:	7,228	7,203	7,719	6,546

### SIGNIFICANT CHANGES:

None.

**PROGRAM:** CULTURAL ARTS  
**FUND:** VARIOUS  
**PROGRAM GROUP:** CULTURAL ARTS

**SUMMARY**

	2002-03 ACTUAL	2003-04 ACTUAL	2004-05 BUDGET	2005-06 BUDGET
PERSONNEL	\$421,535	\$480,377	\$494,175	\$535,507
MAINTENANCE & OPERATIONS	317,999	245,330	274,920	296,961
CAPITAL OUTLAY	9,724	0	0	0
GRAND TOTAL	\$749,258	\$725,707	\$769,095	\$832,468
<i>FULL TIME POSITIONS</i>	<i>4.75</i>	<i>5.00</i>	<i>5.00</i>	<i>5.00</i>
<i>HOURLY/FTE POSITIONS</i>	<i>2.75</i>	<i>2.50</i>	<i>2.50</i>	<i>3.25</i>

**PROGRAM DESCRIPTION:**

The Arts Office builds a sense of community in Carlsbad by offering a wide range of performing and visual arts programs, youth and family educational activities, artist support services, and publications. These programs and services, designed to engage and enrich the individual and the community, strive to encourage lifelong learning in the arts and to make the arts and culture an accessible and integral part of the community's life.

**KEY ACHIEVEMENTS FOR 2004-05:**

- Produced 65 events attracting approximately 50,000 people.
- Presented five new exhibitions in the Cannon Art Gallery and one new exhibition in the Sculpture Garden, attracting over 30,000 visitors.
- Continued to present the Three-Part-Art arts education program (for three exhibitions), this combines lesson workbooks, guided exhibit tours, and creative workshops. Approximately 6,100 Carlsbad students and adult chaperones served.
- Raised more than \$37,000 for the FY04-05 Three-Part-Art program, including an Institute for Museum and Library Services "Museums for America" grant. The only such grant awarded in San Diego County.
- Presented five Family Open Studio events (hands-on art activities associated with gallery exhibitions), attracting over 1,200 participants.
- Awarded Community Arts Grants: 9 in the Organizations/Artist Partnerships category; 10 in the Arts Education category, resulting in the community presentation of more than 90 performances, exhibits, and special projects.
- Partnered with San Diego Opera, San Dieguito Performing Arts Association, and Carlsbad Library on a variety of public programs.
- Hosted 11 youth from Sister City, Futtsu, Japan.
- Provided information services via the City website, direct mail, telephone, programs, and brochures.
- Presented Folk Life Day, a one-day family event celebrating folk art of various cultures, attracting more than 900 participants.

**KEY GOALS FOR 2005-06:**

Top-Quality Services

- Strengthen the infrastructure of the Arts Office through development and implementation of new 3-year strategic plan.
- Expand fund-raising activities and collaborative projects.
- Promote, train, and utilize volunteers and artists in providing services for Arts Office programs.
- Revise and update the Public Art Master Plan.

Learning

- Continue to work with school districts serving Carlsbad on arts education.
- Continue to implement gallery arts education services for children and adults.
- Offer community-wide opportunities including multi-cultural events and educational opportunities for children and adults.
- Fund-raise for arts education programs.

Citizen Connection

- Conduct a series of programs that continues the dialogue begun with the community in 2005 with the town meetings on the arts.
- Develop a "yellow pages" style guide to art resources available within the community.

**PROGRAM:** ARTS OFFICE  
**FUND:** GENERAL FUND  
**PROGRAM GROUP:** CULTURAL ARTS

ACCT NO. 0014062/0014065/  
0014067-68/142XXXX

	2002-03 ACTUAL	2003-04 ACTUAL	2004-05 BUDGET	2005-06 BUDGET
PERSONNEL	\$411,204	\$466,332	\$477,448	\$521,311
MAINTENANCE & OPERATIONS	264,299	209,420	233,475	264,321
CAPITAL OUTLAY	9,724	0	0	0
GRAND TOTAL	\$685,227	\$675,752	\$710,923	\$785,632
<b>FULL TIME POSITIONS</b>	<b>4.75</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>
<b>HOURLY/FTE POSITIONS</b>	<b>2.64</b>	<b>2.39</b>	<b>2.39</b>	<b>2.57</b>
GENERAL FUND	\$660,487	\$659,657	\$681,923	\$757,632
SPECIAL REVENUE	24,740	16,095	29,000	28,000
TOTAL FUNDING	\$685,227	\$675,752	\$710,923	\$785,632

## WORK PROGRAM:

Implement the goals and policies of the City Council and City General Plan to plan, develop, and promote the visual and performing arts; to create a climate that encourages cultural and artistic development in Carlsbad; and to enhance educational opportunities for all segments of the community.

## PROGRAM ACTIVITIES:

### Volunteers

- Utilize volunteers for mailings, gallery events, jazz concerts, etc. Provide training for volunteers, artists, arts organizations, and gallery docents and attendants.

### Programs

- Produce eleven (11) jazz concerts in the parks during the Summer 2006 season.
- Offer educational programs on arts and culture for children and adults.
- Offer performing arts programming at the Schulman Auditorium and other Carlsbad locations.
- Offer four (4) weeks of summer arts camp, three (3) weeks of Club Pelican, and four (4) weeks of Band Camp.

### Information

- Produce a calendar/newsletter six (6) times per year.
- Produce ArtsBrag, an arts education newsletter four (4) times a year.
- Arts Info Line for up-to-date information.
- Provide information, opportunities, and resources to artists, citizens, and the press.
- Provide educational information on three (3) gallery exhibitions and printed materials for exhibitions.
- Offer arts information on the City's Internet site.

### Planning

- Revise, update, and begin to implement the Arts Office's new 3-year strategic plan.

**PROGRAM:** ARTS OFFICE  
**FUND:** GENERAL FUND  
**PROGRAM GROUP:** CULTURAL ARTS

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ACCT NO. 0014062/0014065/  
0014067-68

**KEY GOALS FOR 2005-06:**

Top-Quality Services

- Revise and update the Public Art Master Plan.
- Develop and strengthen arts organizations and provide cultural opportunities through Community Arts Grants Program.
- Generate sponsorship and fund-raising activities for the Gallery, Arts Office programs, and arts education programs.
- Submit grant applications to State and federal funding agencies when appropriate.
- Assist Friends of the Arts with fundraising efforts.
- Serve on Library Foundation Board.

Citizen Connection

- Develop a "yellow pages" style guide of art resources available in the community.

Balanced Community Development

- Operate the Cannon Art Gallery with five (5) exhibitions per year.
- Operate the Sculpture Garden with one (1) exhibition per year.

Learning, Culture & Arts

- Offer community-wide multi-cultural events (Festejando a las Madrecitas, Multicultural Arts Festival and Folk Life Day).
- Produce a jazz souvenir program.
- Offer 4 "Art at Jazz" hands-on art activities for children during the jazz concerts.

**WORKLOAD MEASURES:**

<u>Delivery of Top-Quality Services</u>	<u>2000-01</u>	<u>2001-02</u>	<u>2002-03</u>	<u>2003-04</u>
Arts Office Events/Attendance	66/51,000	42/39,000	44/57,000	45/60,000
Community Grants Awards/Budget	18/19,000	16/19,000	13/19,000	17/24,000
<u>Educational Opportunities – Information Services</u>	<u>2000-01</u>	<u>2001-02</u>	<u>2002-03</u>	<u>2003-04</u>
Newsletters (Issues/Distribution)	12/50,000	12/50,000	12/50,000	8/50,000
Special Publications (Per Year/Distribution)	48/60,000	52/58,000	20/48,200	16/32,000
Arts Info Line Calls (Monthly)	240	250	220	240
<u>Diverse Economic Opportunities</u>	<u>2000-01</u>	<u>2001-02</u>	<u>2002-03</u>	<u>2003-04</u>
Grants and Contributions	\$181,200	\$68,950	\$47,000	66,344

**SIGNIFICANT CHANGES:**

The Arts General and Gallery Donations funds have been moved into the General Fund.

**PROGRAM:** SISTER CITY  
**FUND:** GENERAL FUND  
**PROGRAM GROUP:** CULTURAL ARTS

ACCT NO. 0014066

	2002-03 ACTUAL	2003-04 ACTUAL	2004-05 BUDGET	2005-06 BUDGET
PERSONNEL	\$0	\$0	\$3,301	\$0
MAINTENANCE & OPERATIONS	3,922	2,265	9,275	9,390
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$3,922	\$2,265	\$12,576	\$9,390
<i>FULL TIME POSITIONS</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>
<i>HOURLY/FTE POSITIONS</i>	<i>0.11</i>	<i>0.11</i>	<i>0.11</i>	<i>0.00</i>
GENERAL FUND	\$3,922	\$2,265	\$9,176	\$9,390
SPECIAL REVENUE	0	0	3,400	0
TOTAL FUNDING	\$3,922	\$2,265	\$12,576	\$9,390

### WORK PROGRAM:

Coordinate Sister City relationship with the City of Futtso, Japan and Karlovy Vary, Czech Republic.

### PROGRAM ACTIVITIES:

#### Coordinate Sister City Program

- Arrange, host, and conduct visits by one (1) student delegation and others as needed.
- Coordinate ongoing cultural and educational exchange projects.

#### Actively Pursue the Contribution of Funds for the Sister City Program

- Coordinate programs including fund-raisers, festivals, and scholarship exchange programs, and raise funds for such programs.

### SIGNIFICANT CHANGES:

The Sister City Special Revenue fund has been moved into the General Fund.

**PROGRAM: SPECIAL EVENTS**  
**FUND: SPECIAL REVENUE FUND**  
**PROGRAM GROUP: CULTURAL ARTS**

ACCT NO. 1484010

	2002-03 ACTUAL	2003-04 ACTUAL	2004-05 BUDGET	2005-06 BUDGET
PERSONNEL	\$10,331	\$14,045	\$13,426	\$14,196
MAINTENANCE & OPERATIONS	49,778	33,645	32,170	23,250
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$60,109	\$47,690	\$45,596	\$37,446
<i>FULL TIME POSITIONS</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>
<i>HOURLY/FTE POSITIONS</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>	<i>0.68</i>

**WORK PROGRAM:**

Provide, within fiscal resources, a variety of performing arts programs to all Carlsbad residents.

**PROGRAM ACTIVITIES:**

Continue Performing Arts Programming

- During the Summer 2006 season, present eleven (11) jazz concerts in city parks.
- Produce and distribute jazz concert sponsor-funded program.

Actively Pursue the Contribution of Gifts and Funds for the Arts

- Obtain advertisements for jazz concert program.
- Assist Friends of the Arts in fundraising efforts at jazz concerts.

**PERFORMANCE MEASURES:**

- During the Summer 2005 season, present eleven (11) jazz concerts in city parks with an attendance total of 33,000+.
- Raise over \$25,000 in fundraising contributions.

**SIGNIFICANT CHANGES:**

Jazz concerts moved out of Magee Park due to overcrowding. Hourly FTE's reflect part time staff used for jazz concerts.



**PROGRAM:** RECREATION  
**FUND:** GENERAL/SPECIAL REVENUE  
**PROGRAM GROUP:** RECREATION

**SUMMARY**

	2002-03 ACTUAL	2003-04 ACTUAL	2004-05 BUDGET	2005-06 BUDGET
PERSONNEL	\$3,077,171	\$3,263,261	\$3,775,837	\$3,981,084
MAINTENANCE & OPERATIONS	1,735,281	1,766,690	1,954,633	2,359,215
CAPITAL OUTLAY	43,665	131,486	0	0
GRAND TOTAL	\$4,856,117	\$5,161,437	\$5,730,470	\$6,340,299
<i>FULL TIME POSITIONS</i>	<i>33.00</i>	<i>33.00</i>	<i>32.50</i>	<i>32.50</i>
<i>HOURLY/FTE POSITIONS</i>	<i>50.41</i>	<i>50.41</i>	<i>50.41</i>	<i>52.51</i>

**PROGRAM GROUP DESCRIPTION:**

With the guidance from the City Council and assistance from various city departments, the Recreation Department provides diversified recreation facilities and programs for all ages of the population that live, work, and/or recreate in Carlsbad. The Department is responsible for planning future park sites and the operation of current recreation programs, and senior activities including youth and adult sports, special events, instructional classes, facility rentals, aquatics, nutrition, and transportation programs. The department also operates several community centers/gymnasiums and the Leo Carrillo Historic Park site.

Staff resources also support the Parks & Recreation Commission and Senior Commission, both of which act in an advisory capacity to the City Council on matters pertaining to parks, landscape, recreation programs, senior activities, and facilities.

**KEY ACHIEVEMENTS FOR 2004-05:**

- Completed the Master Plan and bid process for Hidden Canyon Community Park.
- 90% project completion of Aviara Community Park.
- Completed bid process and began development for Pine Ave Community Park.
- Completed first year operation of online registration for Recreation Programs and Aquatic Programs.
- Continue to monitor the sportsmanship program for all city sponsored recreation programs and outside organizations using Carlsbad sports fields and facilities.
- Assumed ownership and maintenance responsibility for an additional 3.5 miles of the citywide trails system.
- Applied for and received approximately \$225,00 in grant awards from HGTV, and the National Park Service for Restoration work at Carrillo Ranch.
- Significant progress towards development of the Municipal Golf Course was completed, including, Phase I Environmental Site Work, Final Design Modification per the Coastal Development Permit, Construction Document Design package for Advertisement of Construction Bid, and the selection committee identified and recommended a Golf Course Operator.

**KEY GOALS FOR 2005-06:**

Top-Quality Services

- Continue to implement the use of customer surveys to evaluate and improve customer satisfaction.
- Generate sponsorship programs and fundraising activities.
- Promote the use of volunteers in providing City services.
- Develop standards for current and future facilities that maintain top-quality, cost-effective delivery for recreation.
- Maintain an active role in supporting areas of mutual benefit between City and school districts, i.e., Joint Use Agreements for use and maintenance of activity playfields and Community Swim Complex.

**PROGRAM:** RECREATION  
**FUND:** GENERAL/SPECIAL REVENUE  
**PROGRAM GROUP:** RECREATION

**PAGE TWO**

**SUMMARY**

**KEY GOALS FOR 2005-06 (continued):**

Financial Health

- Provide recreational activities, facilities, and other special events that support local businesses and enhance transient occupancy taxes and sales tax revenue, such as the triathlon, sport tournaments, and swim meets.
- Prepare marketing packet promoting Carlsbad's facilities and distribute to prospective user groups.
- Develop a naming rights policy.

Learning

- Prepare monthly agendas for Parks and Recreation, and for senior commissions that address relevant issues and inspire community involvement.
- Provide a wide variety of instructional classes for all ages and promote educational classes through distribution of the Carlsbad Community Services and Recreation Guide three times per year.
- Provide and encourage a variety of professional training opportunities to all staff members.
- Create cross-training opportunities within the Department and across major service areas where feasible.
- Develop an employee orientation program.

Parks/Open Space/Trails

- Continue to develop a Citywide Trails Master Plan, including acquisition and development.
- Support and assist, where possible, the volunteer trails development program.
- Complete construction at Aviara Community Park.
- Complete construction of Hidden Canyon Community Park.
- Process the master planning requirements for Alga Norte Park.
- Complete construction of Pine Avenue Community Park.
- Advertise for bids and award construction contracts for the Municipal Golf Course

**PROGRAM:** PARK PLANNING & RECREATION MANAGEMENT  
**FUND:** GENERAL FUND/SPECIAL REVENUE  
**PROGRAM GROUP:** COMMUNITY SERVICES

**ACCT NO. 0014510/0014545**  
**1404515,14945XX**

	2002-03 ACTUAL	2003-04 ACTUAL	2004-05 BUDGET	2005-06 BUDGET
PERSONNEL	\$723,845	\$715,782	\$842,752	\$862,020
MAINTENANCE & OPERATIONS	285,437	276,956	307,040	369,633
CAPITAL OUTLAY	8,382	35,715	0	0
GRAND TOTAL	\$1,017,664	\$1,028,453	\$1,149,792	\$1,231,653
<b>FULL TIME POSITIONS</b>	<b>7.00</b>	<b>7.50</b>	<b>7.50</b>	<b>7.50</b>
<b>HOURLY/FTE POSITIONS</b>	<b>0.75</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
GENERAL FUND	\$1,000,694	\$1,024,024	\$1,141,092	\$1,209,153
SPECIAL REVENUE	16,970	4,429	8,700	22,500
TOTAL FUNDING	\$1,017,664	\$1,028,453	\$1,149,792	\$1,231,653

## WORK PROGRAM:

The Park Planning and Recreation Management Division provides administrative support for the City's ongoing recreation programs and park development efforts. The Division also provides staff support to the Parks and Recreation Commission, which acts in an advisory capacity to the City Council to ensure that top-quality park facilities and recreation programs are developed and sustained for the benefit of those who live, work, and/or play in Carlsbad.

## PROGRAM ACTIVITIES:

### Parks and Recreation Commission

This Division provides staff support to facilitate the effectiveness of the Parks and Recreation Commission in its goal to implement the intent of the Parks and Recreation Element of the General Plan and advise the City Council on associated matters.

- Prepare Parks and Recreation Commission Agendas and conduct meetings that address relevant issues, encourage public input, and foster public education on matters of parks and recreation and other associated civic matters.
- Implement and/or process recommendations by the Commission for City Council consideration.
- Provide staff support to committees of the Commission which require more detailed review of issues relating to park development, facilities, recreation programs, landscape, street trees, open space, and amenity goals and guidelines.
- Conduct Commission workshops to improve the expertise and effectiveness of the Commission.

### Administrative Services

Provide the required administrative support to a division with 33 full-time positions and approximately 51 hourly/full-time equivalent positions.

- Maintain timely processing of special project requests, citizen concerns, departmental reports, City Council agenda bills, resolutions, and ordinances. Prepare and monitor departmental and individual goals and budget administration for expenditures and revenue generation.
- Recommend and process personnel appointments, promotions, assignments, and disciplinary action when warranted. Provide ongoing support to management, general, and part-time employees. Implement the services of contractual employees.
- Implement and maintain the strategic planning process for the Recreation Department.
- Facilitate a customer service training and orientation program for all new department employees

**PROGRAM:** PARK PLANNING  
**FUND:** & RECREATION MANAGEMENT  
**PROGRAM GROUP:** GENERAL FUND/SPECIAL REVENUE  
COMMUNITY SERVICES ACCT NO. 0014510/0014545  
1404515,14945XX

**PROGRAM ACTIVITIES (continued):**

Park Acquisition, Planning, and/or Development

Ensure adequate park acquisition, development, and rehabilitation in order to meet the park performance standards of the Growth Management Program. Provide for current and future community needs by addressing changing recreation trends.

- Monitor and implement existing park agreements.
- Coordinate and monitor the Capital Improvement Program (CIP) budget submittals for current and future park development projects.
- Complete the park construction process for the Pine Avenue Community Park.
- Finalize acquisition of acreage in the Northeast Quadrant to provide additional activity playfields.
- Provide staff support for the development of the municipal golf course.
- Complete development of the Aviara Community Park and initiate its first year of operation.
- Complete the Alga Norte park design process.
- Process the actions required to create a Citywide Trail System (land acquisition, maintenance system, development, volunteers, etc.).
- Complete the construction of Hidden Canyon Community Park.

Recreation Programs

Manage the implementation, performance, and adequacies of recreation programs.

- Provide a wide variety of recreation programs and special events for all segments of the population who live, work, and/or play in Carlsbad.
- Monitor and evaluate the effectiveness of recreational programs through the use of participant surveys.
- Maintain a self-sustaining percentage of recreational programs as recommended by the City Council.
- Prepare and distribute the Community Services & Recreation Guide three (3) times per year.
- Continually evaluate and implement the fee structure for recreation programs and facility rentals, in an effort to sustain a competitive advantage over the private sector for similar services.

**SIGNIFICANT CHANGES:**

None.

**PROGRAM: RECREATION FEE SUPPORTED**  
**FUND: GENERAL**  
**PROGRAM GROUP: RECREATION**

ACCT NO. 0014515, 0014521-28

	2002-03 ACTUAL	2003-04 ACTUAL	2004-05 BUDGET	2005-06 BUDGET
PERSONNEL	\$959,281	\$928,955	\$1,149,515	\$1,213,592
MAINTENANCE & OPERATIONS	881,780	860,406	875,202	988,340
CAPITAL OUTLAY	1,870	32,864	0	0
GRAND TOTAL	\$1,842,931	\$1,822,225	\$2,024,717	\$2,201,932
<i>FULL TIME POSITIONS</i>	<i>10.00</i>	<i>8.25</i>	<i>8.25</i>	<i>8.20</i>
<i>HOURLY/FTE POSITIONS</i>	<i>24.64</i>	<i>22.13</i>	<i>22.13</i>	<i>21.75</i>

**WORK PROGRAM:**

The Recreation Fee Supported Division provides comprehensive opportunities for meeting the recreational needs and interests of the community by providing an approximate 60% self-sustaining fee-supported programs for all segments of the population, including those that live, work, and/or play in Carlsbad. "We create community through people, parks & programs."

**PROGRAM ACTIVITIES:**

Recreation programs include: enrichment classes, family and adult excursions, youth and adult sports, special events, youth day camps, after school programs, and youth and family services.

The Fee Supported Division provides year-round recreational programs for all ages, preschool to seniors, including program design, planning, implementation, and evaluation.

- Review proposals and negotiate contracts with instructors.
- Schedule facilities for programs.
- Prepare and distribute marketing materials.
- Evaluate programs and analyze data on an ongoing basis.
- Prepare financial and revenue reports.
- Research and implement program opportunities.
- Conduct fee market studies on an ongoing basis.
- Coordinate with school districts for youth and teen programming.
- Recruit, train, and reward volunteers.
- Generate program sponsors.
- Utilize sports professionals to enhance program quality.
- Provide scholarships for Carlsbad resident youths.

**WORKLOAD MEASURES:**

	Actuals 2003-04	Estimated 2004-05	Projected 2005-06		Actuals 2003-04	Estimated 2004-05	Projected 2005-06
<u>Enrichment Classes</u>				<u>Youth Sports</u>			
Conducted	1,650	1,650	1,650	Teams	70	70	70
Enrolled	16,700	16,700	16,700	Participants	1,150	1,150	1,150
Revenue	\$427,000	\$427,000	\$538,000	Spectators	15,000	15,000	15,000
				Revenue	\$36,500	\$36,500	\$35,500
<u>Daytrippers</u>				<u>Adult Sports</u>			
Trips Conducted	10	10	10	Teams	330	330	332
Participants	425	425	430	Participants	5,150	5,150	5,200
Revenue	\$35,000	\$35,000	\$36,000	Spectators	30,000	30,000	30,100
				Revenue	\$92,000	\$92,000	\$95,000
<u>Camps</u>							
Camps	73	73	75				
Participants	1,280	1,280	1,400				
Revenue	\$111,000	\$111,000	130,000				

**PROGRAM:** RECREATION FEE SUPPORTED  
**FUND:** GENERAL  
**PROGRAM GROUP:** RECREATION

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**ACCT NO. 0014515, 0014521-28**

**WORKLOAD MEASURES (continued):**

	<u>Actuals</u> <u>2003-04</u>	<u>Estimate</u> <u>2004-05</u>	<u>Projected</u> <u>2005-06</u>		<u>Actuals</u> <u>2003-04</u>	<u>Estimate</u> <u>2004-05</u>	<u>Projected</u> <u>2005-06</u>
<u>Pre-school Classes</u>				<u>Special Events</u>			
Conducted	184	184	194	Events	10	10	10
Enrolled	2,024	1,900	1,900	Participants	28,000	28,000	28,000
Revenue	\$146,160	\$157,122	\$150,000	Revenue	\$104,000	\$122,000	\$122,000
<u>Fields</u>				<u>Community Volunteers</u>			
Maintained	17	19	21	Volunteers	1,300	1,600	1,600
				Hours	11,000	17,000	17,000
<u>Stay 'n' Play</u>				<u>Kids Camp</u>			
Weeks	36	36	36	Camps	12	12	12
Participants	4,680	4,680	4,480	Participants	1,500	1,500	1,500
Revenue	\$15,512	\$15,480	\$0	Revenue	\$123,500	\$123,520	\$133,000

**KEY GOALS FOR 2005-06:**

Top Quality Services

- Continue to implement the Recreation Department's Strategic Plan. The Strategic Plan will enhance access to open space, provide safe places to gather, create life-long learning opportunities, and build a stronger community.
- Conduct customer service training for all staff to broaden their knowledge and improve service delivery.
- Measure customer satisfaction of service delivery through user surveys and analyze responses to improve service delivery.
- New customer survey cards and evaluate of citizen and staff suggestions for improvement.

Financial Health

- Recruit, train, and recognize volunteers through an annual awards program in order to improve service quality and reduce program costs.
- Recruit and maintain program sponsors to promote local businesses and reduce operational costs.
- Provide a wide variety of revenue-generating quality recreation opportunities that support local businesses and enhance transient occupancy taxes (TOT) and sales tax opportunities.
- Promote cooperative fundraising projects such as "Clean Sweep" to provide volunteer assistance in the community and raise funds for scholarship programs.
- Respond to the needs of the citizens for program activities and cost savings.

Learning

- Promote educational classes and programs for the community through the Community Services brochure.
- Enhance knowledge and skills of staff by providing ongoing training and educational opportunities.

**SIGNIFICANT CHANGES:**

None.

**PROGRAM: RECREATION - AQUATICS**  
**FUND: GENERAL**  
**PROGRAM GROUP: RECREATION**

**ACCT NO. 0014520**

	2002-03 ACTUAL	2003-04 ACTUAL	2004-05 BUDGET	2005-06 BUDGET
PERSONNEL	\$340,500	\$340,867	\$358,070	\$379,440
MAINTENANCE & OPERATIONS	123,889	125,562	132,969	142,534
CAPITAL OUTLAY	436	5,452	0	0
<b>GRAND TOTAL</b>	<b>\$464,825</b>	<b>\$471,881</b>	<b>\$491,039</b>	<b>\$521,974</b>
<b>FULL TIME POSITIONS</b>	<b>3.00</b>	<b>2.47</b>	<b>2.47</b>	<b>2.47</b>
<b>HOURLY/FTE POSITIONS</b>	<b>6.89</b>	<b>7.50</b>	<b>7.50</b>	<b>7.40</b>

## WORK PROGRAM:

The Aquatics Program provides for the operation of an attractive and safe community swim complex, which offers comprehensive instruction and training, competition, and recreational swimming to all segments of the population who live, work, and/or visit in Carlsbad.

## PROGRAM ACTIVITIES:

### Lessons/Training

Provide instruction in general aquatic, swimming, and diving skills for all ages and abilities. These programs provide the foundation on which all other aquatic programs build. Provide education and training to the general public and City employees in first aid, CPR, AED, and water rescue skills; serve as a North County certification/training site for men and women wishing to qualify for employment at public swimming pools by offering such courses as the Lifeguard Academy, Water Safety Instructor and Lifeguard Training Instructor.

### Fun and Fitness

Provide opportunities for recreational swimming, fitness lap swimming, which assist participants maintain physical fitness and health, and family-oriented aquatic special events.

### Competitive Aquatic Programs

Provide opportunities for competitive swim instruction and coached workouts for youth and adults as a contract service; coordinate and schedule Carlsbad High School use of the pool for physical education, boys and girls swim teams and water polo teams. These programs also assist participants maintain physical fitness and health, as well as providing a source of social interaction and community pride.

## WORKLOAD STATISTICS:

	Actual 2002-03	Actual 2003-04	Estimate 2004-05	Projected 2005-06
<u>Instructional Lessons</u>				
Lane/Hours	2410	2,729	2,700	2,700
Classes Conducted	250	283	265	320
Registered, Resident	1,106	1,830	1,590	1,950
Registered, Non-Resident	56	75	75	85
Revenue	\$43,100	\$68,587	\$72,000	\$72,000
<u>Carlsbad High School P.E.</u>				
Lane/Hours	925	1,390	1,500	1,500
Participation	2,477	3,515	3,700	3,700
<u>Recreation and Lap Swim</u>				
Lane/Hours	18,830	17,942	18,000	18,000
Daily Admissions				
Youth	5,770	6,453	6,800	6,800
Adult	9,196	9,201	9,200	9,200
Season Pass Administration	20,794	18,686	20,000	20,100
Revenue	\$54,183	\$76,159	\$78,000	\$78,000

**PROGRAM:** RECREATION-AQUATICS  
**FUND:** GENERAL  
**PROGRAM GROUP:** RECREATION

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**ACCT NO. 0014520**

**WORKLOAD STATISTICS (continued):**

	Actual 2002-03	Actual 2003-04	Estimate 2004-05	Projected 2005-06
<u>Carlsbad Swim Masters</u>				
Lane/Hours	3,448	3,233	3,400	3,400
Participation	12,476	10,134	11,200	11,200
Revenue	\$40,522	\$38,993	\$42,000	\$42,000
<u>Carlsbad High School Teams</u>				
Lane/Hours	4,865	3,534	4,000	4,000
Participation	6,676	8,275	8,200	8,500
Revenue	\$26,797	\$24,900	\$27,000	\$27,000
<u>North Coast Aquatics</u>				
Lane/Hours	2,833	2,705	2,800	2,800
Participation	8,572	9,526	9,500	9,500
Revenue	\$7,082	\$12,024	\$13,000	\$14,000
<u>North Shore Aquatics (Girls Age Group Water Polo)</u>				
Lane/Hours	159	227	\$250	\$250
Participation	239	314	\$320	\$320
Revenue	\$603	\$748	\$1,000	\$1,000
<u>Carlsbad Water Polo (Boys Age Group Water Polo)</u>				
Lane/Hours	725	1,558	1,600	1,600
Participation	1,488	2,848	2,700	2,700
Revenue	\$10,307	\$8,585	\$8,000	\$8,000

**KEY GOALS FOR 2005-06:**

Top Quality Services

- Be a city that provides exceptional aquatic services, programs, and facilities on a daily basis.

Learning

- Promote and support continuous aquatic and safety training opportunities within the community and the City organization.
- Continue the "Aquatic Trainee" program to help ensure continued qualified staffing of aquatic programs.

**SIGNIFICANT CHANGES:**

None.



**PROGRAM:** RECREATION - AGUA HEDIONDA LAGOON PERMITS  
**FUND:** GENERAL  
**PROGRAM GROUP:** RECREATION

ACCT NO. 0014530

	2002-03 ACTUAL	2003-04 ACTUAL	2004-05 BUDGET	2005-06 BUDGET
PERSONNEL	\$4,188	\$23,625	\$27,940	\$30,400
MAINTENANCE & OPERATIONS	1,538	1,050	2,712	2,183
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$5,726	\$24,675	\$30,652	\$32,583
<i>FULL TIME POSITIONS</i>	<i>0.00</i>	<i>0.53</i>	<i>0.53</i>	<i>0.53</i>
<i>HOURLY/FTE POSITIONS</i>	<i>0.50</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>

### WORK PROGRAM:

This program reduces the City's liability exposure by requiring all vessels to obtain a valid City use permit. Aquatics staff now provides support to this function.

### PROGRAM ACTIVITIES:

#### Permits

Issue annual lagoon use permits, verify and monitor DMV registration, and coordinate with the Police Department to publish and distribute information regarding use, rules, and regulations of the lagoon. Snug Harbor launches 400.

### WORKLOAD STATISTICS:

	Actual <u>2003-04</u>	Estimated <u>2004-05</u>	Projected <u>2005-06</u>
• Annual Permits	336	320	320
• Daily Permits	314	310	310
• Revenue	\$21,468	\$25,000	\$30,000

### SIGNIFICANT CHANGES:

None.

**PROGRAM: RECREATION OPERATIONS**  
**FUND: GENERAL**  
**PROGRAM GROUP: RECREATION**

ACCT NO. 0014540, 0014541,  
0014542, 0014543, 0014544

	2002-03 ACTUAL	2003-04 ACTUAL	2004-05 BUDGET	2005-06 BUDGET
PERSONNEL	\$770,783	\$957,343	\$1,054,379	\$1,085,133
MAINTENANCE & OPERATIONS	147,961	196,480	193,074	212,707
CAPITAL OUTLAY	22,660	54,697	0	0
GRAND TOTAL	\$941,404	\$1,208,520	\$1,247,453	\$1,297,840
<i>FULL TIME POSITIONS</i>	<i>10.00</i>	<i>11.80</i>	<i>11.80</i>	<i>10.80</i>
<i>HOURLY/FTE POSITIONS</i>	<i>10.13</i>	<i>13.28</i>	<i>13.28</i>	<i>15.86</i>

**WORK PROGRAM:**

This division provides operational support for the Recreation Department, including the operation of Leo Carillo Ranch Historic Park, three community centers and gymnasiums, and City facilities used by a variety of City departments and the general public for recreational use and meetings. In addition, the Operations Division also provides maintenance to the many athletic fields owned by the City and school districts serving the Carlsbad population.

**PROGRAM ACTIVITIES:**

Information and Enrollment Services

Staff provides information and registration services to the public on Recreation Department programs and facilities.

- Enroll participants via phone, mail, online, and in-person for classes, special events, and sports leagues.
- Collect and account for program revenue.
- Provide ongoing information and referral to the community.
- Customer service and revenue have improved with the success of online registration.

Facilities Operation

Staff coordinates public use of recreational facilities.

- Process applications for use of meeting rooms, picnic areas, athletic fields, gymnasiums, and tennis courts.
- Crews maintain ball fields at school sites, community parks, and other special use areas.
- Staff coordinates classes, meetings, dedications, and other functions at Community Centers and additional City facilities.
- Attendants attend to customer service issues and provide general clean-up and associated maintenance at facilities.
- Staff is dedicated to providing excellent customer service and promoting "good sportsmanship" during all programs and events.
- Improved facility rental processing and condition of rental facilities and picnic areas.

Supervision

Supervisory staff coordinates operations of the Community Centers/Gymnasiums and satellite facilities.

- Staff recruitment and development.
- Provides staff training.
- Serves as liaison to various community organizations and Citywide committees.
- Responds to customers' concerns and requests.
- The quality of the workforce has improved with a more comprehensive training program.

**PROGRAM:** RECREATION OPERATIONS  
**FUND:** GENERAL  
**DEPARTMENT:** RECREATION

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**ACCT NO. 0014540, 0014541,  
0014542, 0014543, 0014544**

**WORKLOAD MEASURES:**

	Actual <u>2002-03</u>	Actual <u>2003-04</u>	Estimate <u>2004-05</u>	Projected <u>2005-06</u>
• Reservations Processed:	3,200	3,200	3,200	3,264
• Number of Facility Users:	1,100,000	1,100,000	1,400,000	1,428,000
• Revenue:	\$128,000	\$128,000	\$175,000	\$180,250
• Number of Fields Maintained: (Aviara will have 2 fields)	17	17	17	21

**KEY GOALS FOR 2005-06:**

Top-Quality Services

- Review and build upon the Recreation Department's Strategic Plan. The Strategic Plan will enhance access to open space, provide safe places to gather, create life-long learning opportunities, and build a stronger community.
- Conduct customer service training for employees to broaden their knowledge and improve service delivery skills.
- Measure customer satisfaction of service delivery through user surveys and analyze responses to improve service delivery.
- Monitor and maintain the Capital Replacement Program to provide safe, top-quality equipment at all recreation facilities and conform to City budget standards.
- Facilitate the equitable distribution of athletic fields by partnering with Carlsbad non-profit sports organizations to ensure customer satisfaction of Carlsbad field users.
- Encourage and educate our volunteers to meet the needs of the citizens of Carlsbad at our facilities and events.

Balanced Community Development

- Prepare and distribute a marketing packet that promotes Carlsbad hotels, restaurants, amenities, and City facilities to all non-resident athletic groups that use Recreation Department facilities.
- Enhance revenues by promoting and facilitating the rental of City facilities to the public as an attractive and competitive alternative to private sector facilities.

**SIGNIFICANT CHANGES:**

Additional synthetic turf fields are being installed at Stagecoach Park. Aviara Community Park is expected to open in Summer 2005, Hidden Canyon will open in the Fall of 2005 and Pine Avenue Park is expected to open in early Summer 2006. The opening of the new parks will require the addition of 6.1 full time equivalent employees and the annual cost of the staff will be approximately \$590,000.

**PROGRAM: SENIOR PROGRAMS**  
**FUND: GENERAL/SPECIAL REVENUE**  
**PROGRAM GROUP: RECREATION**

ACCT NO. 0014570-0014574,143XXXX

	2002-03 ACTUAL	2003-04 ACTUAL	2004-05 BUDGET	2005-06 BUDGET
PERSONNEL	\$278,574	\$296,689	\$343,181	\$410,499
MAINTENANCE & OPERATIONS	294,676	306,236	443,636	643,818
CAPITAL OUTLAY	10,317	2,758	0	0
GRAND TOTAL	\$583,567	\$605,683	\$786,817	\$1,054,317
<b>FULL TIME POSITIONS</b>	<b>3.00</b>	<b>1.95</b>	<b>1.95</b>	<b>3.00</b>
<b>HOURLY/FTE POSITIONS</b>	<b>7.50</b>	<b>7.50</b>	<b>7.50</b>	<b>7.50</b>
GENERAL FUND	\$558,142	\$586,029	\$786,817	\$884,317
SPECIAL REVENUE	25,425	19,654	0	170,000
TOTAL FUNDING	\$583,567	\$605,683	\$786,817	\$1,054,317

**WORK PROGRAM:**

To provide a broad range of services and activities designed to foster independence, enhance the quality of life, and provide opportunities for lifelong learning and involvement for older adults in the Carlsbad area.

**PROGRAM ACTIVITIES:**

Education/Learning

Arrange for classes, seminars, and other learning opportunities on topics pertinent to the concerns and interests of the aging population and coordinate computer classes to teach the basics of computers (i.e., "Windows").

- Continue computer lab with open hours for seniors to drop in and receive training and technical advice.
- Provide seminars on estate planning, topics of interest and concern to seniors, personal safety, etc.
- Provide ongoing information and referral to community resources.
- Provide ongoing classes in computer usage (e-mail, Internet, Excel, Word, etc.).

Recreation

Offer excursions, special events, and activities of particular interest to the mature adult, which promote social interaction.

- Continue the development of programs/groups that appeal to people with similar interests, i.e., Walking Group, PC Users Groups, Writers Groups, Discussion Groups, etc.
- Provide day trips to local attractions, utilizing rented buses as well as public transportation (i.e., the Coaster, Trolley, etc.).
- Provide programming in evenings and on weekends to accommodate the rising baby-boomer population.

Personalized Assistance

Coordinate the provision of professional services necessary to maintaining an independent lifestyle.

- Offer tax assistance to over 500 seniors.
- Arrange for free legal advice for over 200 seniors.
- Arrange for assistance with health insurance decisions.

Health Services

Arrange for screenings, services, classes, and lectures that promote healthy living.

- Monthly blood pressure checks, glucose and diabetes testing, and cholesterol testing.
- Flu shots.
- Provide a minimum of four "special" health screenings, i.e., skin cancer, hearing, podiatry, cholesterol, etc.
- Continue offering body conditioning, exercise yoga, tai chi, laughter therapy, and dance for seniors.

**PROGRAM:** SENIOR PROGRAMS  
**FUND:** GENERAL/SPECIAL REVENUE  
**PROGRAM GROUP:** RECREATION

**PAGE TWO**  
**ACCT NO. 0014570-0014574**

## **PROGRAM ACTIVITIES (continued):**

### Senior Grants

- Provide a minimum of 30,000 nutritious lunches.
- Provide a minimum of 10,000 delivered meals to the homes of Carlsbad's frail seniors.
- Provide over 9,000 rides to seniors who have limited means of getting to the Senior Center, shopping, medical visits, and other necessary appointments.
- Provide nutrition education and special events focused on lunchtime activities.

### Administration

Coordinate all operations of the Senior Center: staffing, volunteer recruitment, facility rentals, and grants management.

- After-hours facility rentals.
- Staff scheduling.
- Volunteer recruitment and training.
- Budget management.
- Senior Commission.

### Senior Center Operations

- Over 30,000 seniors walk through its doors on an annual basis. Some participate in the activities provided including the Nutrition program. It provides an opportunity for lifelong learning, a safe place to gather, and promotes a healthy lifestyle.

### Transportation

- The transportation program provides an open door to the community servicing over 9,000 Carlsbad seniors who have no other means of transportation. The program allows seniors to attend medical appointments. Over 20 participants are picked up daily to participate in the Nutrition program.

### Congregate

- The congregate population participating in the Nutrition program exceeds 30,000 lunches annually. A hot, nutritiously balanced meal is provided along with socialization, music, and fun! Meals are served Monday through Friday and exclude all holidays except Thanksgiving. An average of 125 seniors participate daily.

### Home Meal

- The Home Meal program provides a hot lunch to over 10,000 homebound seniors throughout Carlsbad. Over 20 volunteer drivers provide the transportation to get these meals delivered.

### Fee Supported

- This new organizational design allows us to offer programs and services for a fee. Over 50 trips are scheduled accommodating over 2,250 adventurous seniors. Enrichment classes, seminars, and other learning opportunities on topics pertinent to the concerns and interests of the aging population.

## **SIGNIFICANT CHANGES:**

Enrichment classes are being offered in early evening and weekends to encourage the working baby-boomer population to participate. A fulltime Recreation Supervisor, reallocated from within the Recreation Division for the nutrition program, will allow for a higher quality of service focusing on the expansion of the transportation program, more efficient monitoring of nutritional needs of seniors and more consistency in the planning of special holiday luncheons, entertainment and increasing participation.